



## Master Plan Priorities

### Overview

Resources for capital and operational expenditures are consistently limited, clear priorities are necessary for the development of a reasonable, supportable and attainable master plan. Clear priorities are arrived at through the consistent application of mutually agreed upon criteria reflecting the concerns and support of all interested parties whom the master plan will impact. For the Phoenix Area, these priorities were therefore necessarily based on tribally led/developed objective criteria. The definition, refinement and agreement on such criteria occurred throughout the course of ongoing Phoenix Area Health Services Master Plan meetings. The conversations highlighted below are those discussions primarily devoted to priority/criteria development.

### First Meeting - July 2001

In order to gain consensus on what is important, and to pursue that goal united, master plan task force members were asked to work together in defining how priorities should be established. They were asked to develop such priorities with an "area wide leadership hat" on, so the needs/concerns of all would be represented. In order to understand the concerns of the group and to understand what the group thought was important, the group was asked to respond to the following question:

*What characteristics of a service area should dictate their level of priority relative to future capital expenditures?*

The following four groupings summarize the task force's initial response of what characterizes a priority service area within the Area.

<u>Access</u>	<u>Patient</u>	<u>Geography</u>	<u>Patient Payor Profile</u>
Access within 30 minutes.	Low Health Status.	Remote.	Level of Need Funding.
Access to 24 hours 7 days a week care.	Prevalence of Disease.	Urban Indian Impact Study.	Projected CHS Need.
Access to Primary Care.	Negative Lifestyles.	On Reservation.	Medicaid.
Scheduled Appointment Availability.	Projected Public Health Services.	Urban Area.	Medicare.
No Alternative Care.	Urban Indian Health.	Distance to Tertiary Care.	Percent of Uninsured.
	Chronic Diseases.	Specialty Care within 250 miles.	
	Increasing Population.		
	Age.		
	Mobile Young Population.		
	Projected Direct Care Needs.		
	Tribal Health Level.		

After further thought and discussions within the context of Service Area site visits and prior to the second meeting in November 2001, the initial responses were further refined to allow grouping by criteria in bold, with possible measurable criteria factors in the form of bullets beneath each heading:





- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• <b>Health</b> <ul style="list-style-type: none"> <li>○ Disease Prevalence</li> <li>○ Negative Lifestyles</li> <li>○ Low Health Status</li> <li>○ Chronic Diseases</li> </ul> </li> <li>• <b>Access</b> <ul style="list-style-type: none"> <li>○ Distance to tertiary care</li> <li>○ Access to Specialty Care</li> <li>○ Primary Care access within 30 minutes</li> <li>○ Access to ER</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Resources</b> <ul style="list-style-type: none"> <li>○ Space Capacity</li> <li>○ Age of Pop</li> <li>○ Pop Growth</li> <li>○ Scheduling Availability</li> <li>○ Primary Care Capacity</li> </ul> </li> <li>• <b>Payor Profile</b> <ul style="list-style-type: none"> <li>○ Level of Need Funding</li> <li>○ % Of Uninsured</li> <li>○ % Of Non-CHS eligible</li> <li>○ Reservation-based</li> </ul> </li> </ul> |
|--|---|

## Second Meeting (November 7-8, 2001)

During the November meeting, the task force members broke into two groups in order to finalize the Criteria's measurable factors. The Criteria and its measurable factors are used to complete a criteria-ranking equation for each Service Area. The ranking equation will allow the task force to identify a priority Service Area within the Phoenix Area. While all Service Areas have needs, this priority exercise will identify what community according to the task force's criteria should be addressed first. The use of the equation will remove the politicizing of priorities from the process. Based on the earlier conversations, the four criteria are Access, Health, Resource and Patient Profile. The ranking equation is:

$$(A*Aw) + (H*Hw) + (R*Rw) + (P*Pw) = \text{Rank}$$

Where;

- A = Access Score
- H = Health Score
- R = Resource Score
- P = Patient Profile Score
- w = Weighted Priority (assigned to each criteria as follows)

A criteria's score will be dependent upon the measurable factors determined by the group. While the criteria's weighting is determined by the groups overall perception as to the importance of that criteria to priority. That importance is determined by assigning a percentage (out of 100%) to each of the criteria's.

The criteria's score works in a similar way. For example, if four factors affect "Access", individual task force team members would be able to assign a percentage importance to each factor. These individual understandings are then averaged to create a weighting of each measurable factor affecting the Criteria's score. Task force members' assignment of importance to the four factors may differ greatly. However, the input of all task force members through such a vehicle facilitates a fair way to score each criterion's importance, ensuring every task force member has equal and discreet input.

Criteria factors are specific measurable indicators, which will allow each PSA to be evaluated/scored for each criterion. In order to narrow the effort at the second meeting each group developing the Criteria's measurable factors were given the following rules:

- There would be three measurable factors for each criteria
- The factors would allow each Criteria to be isolated – "all else being equal", that Service Area's "Health" is a priority because \_\_\_\_\_
- It would be measurable by objective means, by passing through the following tests:
  - Is it attainable? (Pass = yes)
  - Is it a reliable comparison? Can you trust its result? (Pass = yes)





- Can it be gamed? (Pass = no)

## Fourth Meeting (January 24 and 25<sup>th</sup>)

The factor rules, as developed above, resulted in the following factors and scoring mechanism for each Criterion. The goal of the priority discussions at the fourth meeting was to review these factors and have the group weight both the factors and the criteria.

### Health

Criteria Factor	Scoring Criteria
<b>Behavioral Health Rate</b>	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of the (SMI rate + Drug and Alcohol Arrest rate + Suicide Rate)
<b>Disease Prevalence</b>	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of Disease Prevalence. Disease Prevalence = Incidences of Diabetes, Cardiovascular, Respiratory, Cancer, Arthritis + Injury divided by User Population.
<b>Mortality – Age Adjusted Rate</b>	1 – Highest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Lowest 3 <sup>rd</sup> of the Age Adjusted Mortality Rate

### Access

Criteria Factor	Scoring Criteria
<b>ER Access</b>	1 – IHS ER < 60 minutes
	2 – Non-Direct Care ER < 60 minutes
	3 – No ER or No EMS < 60 minutes
<b>L &amp; D Access</b>	1 – IHS L & D Service < 60 minutes
	2 – No Direct Care L & D < 60 minutes
	3 – No L & D Service < 60 minutes
<b>Availability of Primary Care Services</b>	1 – Top third of Provider Utilization Rate
	2 – Mid third of Provider Utilization Rate
	3 – Low 3 <sup>rd</sup> of Provider Utilization Rate





## Resources

Criteria Factor	Scoring Criteria
% Of Required Space	1 – Highest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Lowest 3 <sup>rd</sup> of required space – Total IHS and 638 supported functions Square Meters divided by required square meters calculation.
Facility Condition	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of Facility Weighted Age – (Sum of Facility(s) size x Age(s)) divided by total facility(s) size.
Capacity	1 – Highest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Lowest 3 <sup>rd</sup> of Primary Care Capacity % - (Actual # of PC Exam Rooms / Required # of PC Exam Rooms) + (Actual PC Square Meters / Required PC Square Meters) / 2.

## Payor Profile

Criteria Factor	Scoring Criteria
CHS Dependency	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of CHS Dependency – CHS \$/User Population.
Non-Billable Provider Visits	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of Non-Billable Provider Visit Rate – Non-Billable insured visits + non-insured visits divided by the user population.
Non-CHS Eligible Provider Visits	1 – Lowest 3 <sup>rd</sup>
	2 – Middle 3 <sup>rd</sup>
	3 – Highest 3 <sup>rd</sup> of Non-CHS Provider Visit Rate – Non-CHS Provider Visits divided by the user population.

This resulted in task force members being able to assign weighting by ballot according to the following expanded formula.

**The Primary Service Area's Priority Score** equals the following:

**Health Criteria** - the weighted percentage importance of the following Health criteria factors:

Behavioral Health Rate -----(% out of 100%)  
 Chronic Disease Prevalence -----(% out of 100%)  
 Mortality-Age Adjusted Rate -----(% out of 100%)

Plus (+)

**Access Criteria** - the weighted percentage importance of the following Access criteria factors:

ER Access -----(% out of 100%)  
 L & D Access -----(% out of 100%)  
 Availability of PC Services -----(% out of 100%)

Plus (+)





**Resources Criteria** - the weighted percentage importance of the following Resources criteria factors:

Percentage of Required Space ----- (% out of 100%)  
Facility Condition ----- (% out of 100%)  
Capacity ----- (% out of 100%)

*Plus (+)*

**Payor Profile Criteria** - the weighted percentage importance of the following Payor Profile criteria factors:

CHS Dependency ----- (% out of 100%)  
Non-Billable Provider Visits ----- (% out of 100%)  
Non-CHS Eligible Provider Visits ----- (% out of 100%)

The following page shows this expanded formula as a ballot, which the team members used to weight criteria and assign priority.





**PSA Score = ( A\*Aw) + (H\*Hw) + (R\*Rw) + P\*Pw**

The sum must equal 100

<b>H=Health</b>		Behavioral Health Rate	
		Chronic Disease Prevalence	+
		Mortality-Age Adjusted Rate	+
		Total =	

+

<b>A=Access</b>		ER Access	
		L&D Access	+
		Availability of PC Services	+
		Total =	

+

<b>R=Resources</b>		% of Required Space	
		Facility Condition	+
		Capacity	+
		Total =	

+

<b>P=Payer Profile</b>		CHS Dependency	
		Non-Billable Provider Visits	+
		Non-CHS Eligible Provider Visit	+
		Total =	

<b>Total</b>	<b>100</b>
--------------	------------

<b>Name</b>	
-------------	--

The sum must equal 100

The priorities for the Phoenix Area are ranked as follows:

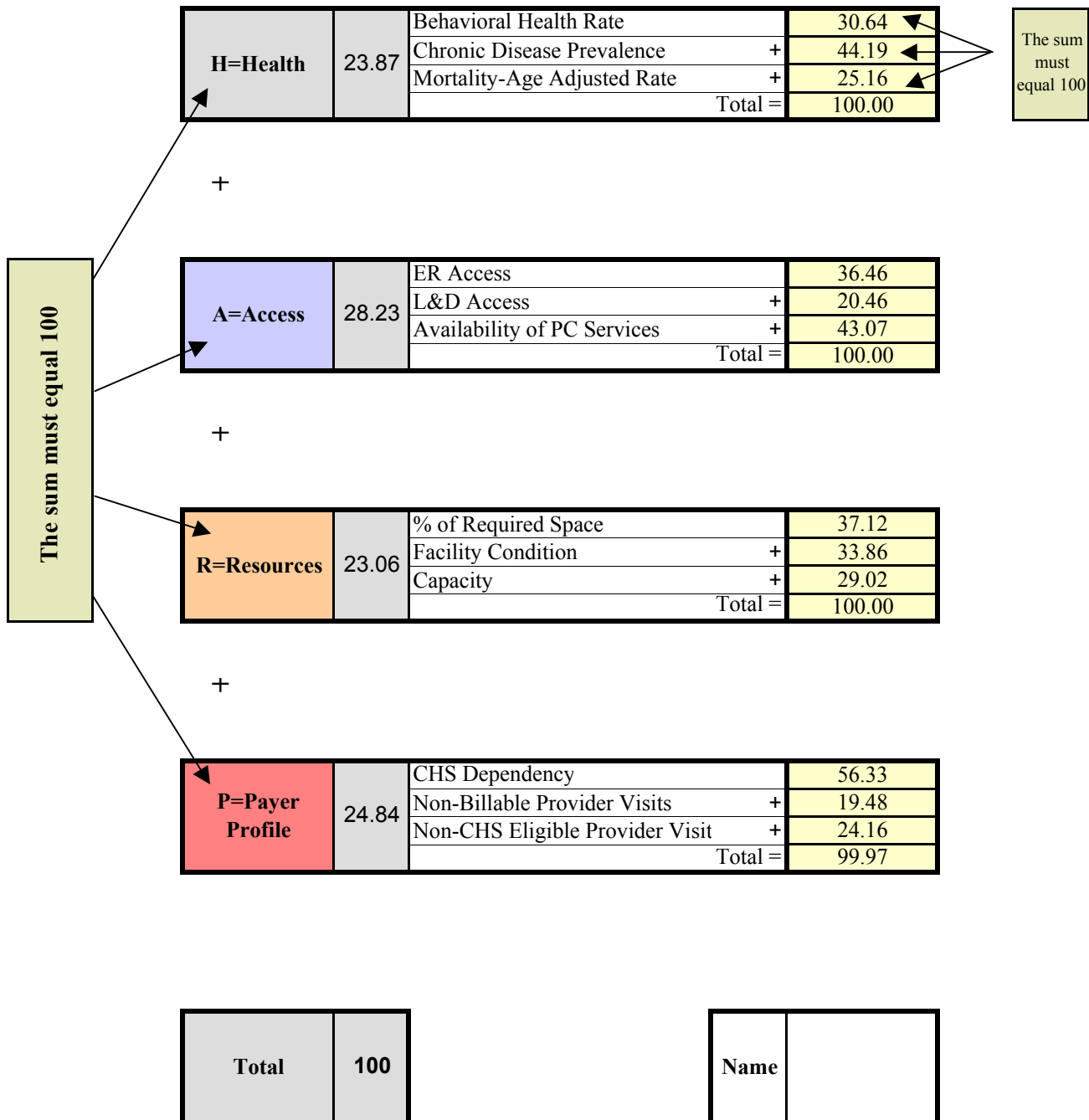
Criteria	Rank	Score	Possible Score
Access	1	28	100
Payor Profile	2	25	100
Health	3	24	100
Resources	4	23	100

The final ballot results indicating the weighting of both criteria and each criterion's factors and the supporting source ballot page follow:





$$\text{PSA Score} = (A * A_w) + (H * H_w) + (R * R_w) + P * P_w$$



Intentionally Blank





### Priority Weighting Ballot Source

	Participant																																
Criteria	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	Average	
Health	20	20	50	10	25	25	40	35	40	30	25	10	50	30	25	25	40	30	25	20	25	10	20	15	15	10	15	10	15	15	15	23.87	
Behavioral Health Rate	30	25	40	50	30	30	33.33	50	33.3	10	33.33	20	20	50	30	20	30	30	30	20	25	15	40	50	50	20	10	30	20	50	25	30.64	
Chronic Disease Prevalence	50	50	50	25	40	50	33.33	25	33.3	60	33.33	20	50	40	50	70	40	40	50	50	50	40	40	40	40	50	60	40	60	40	50	44.19	
Mortality-Age Adjusted Rate	20	25	10	25	30	20	33.33	25	33.3	30	33.33	60	30	10	20	10	30	30	20	30	25	45	20	10	10	30	30	30	20	10	25	25.16	
Total	100	100	100	100	100	100	99.99	100	99.9	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100.00	
Access	20	20	10	45	25	25	30	35	30	30	25	20	30	40	25	25	20	30	25	20	50	40	20	30	30	10	45	30	30	30	30	28.23	
ER Access	33.33	33.33	15	25	20	30	50	50	50	33	33.33	40	20	40	20	40	40	34	30	90	75	30	33.33	20	20	90	25	40	20	20	30	36.46	
L&D Access	33.33	33.33	15	5	10	20	25	25	25	33	33.33	20	20	20	20	20	30	33	30	10	15	20	33.33	10	10	10	5	20	10	10	30	20.46	
Availability of PC Services	33.33	33.33	70	70	70	50	25	25	25	34	33.33	40	60	40	60	40	30	33	40	0	10	50	33.33	70	70	0	70	40	70	70	40	43.07	
Total	99.99	99.99	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100.00	
Resources	10	10	30	35	25	25	5	5	5	10	25	35	10	10	25	35	20	20	25	10	15	20	15	40	40	40	35	15	40	40	40	23.06	
% of Required Space	33.33	50	20	60	25	34	50	50	50	15	33.33	40	20	35	30	50	60	30	30	50	25	15	40	50	50	50	20	40	25	50	20	37.12	
Facility Condition	33.33	25	20	20	50	33	40	25	40	70	33.33	30	20	35	50	25	20	30	50	40	50	15	40	25	25	40	10	20	50	25	60	33.86	
Capacity	33.33	25	60	20	25	33	10	25	10	15	33.33	30	60	30	20	25	20	40	20	10	25	70	20	25	25	10	70	40	25	25	20	29.02	
Total	99.99	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100.00	
Payor Profile	50	50	10	10	25	25	25	25	25	30	25	35	10	20	25	15	20	20	25	50	10	30	45	15	15	40	5	45	15	15	15	24.84	
CHS Dependency	50	50	45	50	60	50	75	75	75	80	33.33	80	60	30	20	40	70	40	20	100	80	60	80	40	40	100	33	90	40	40	40	56.33	
Non-Billable Provider Visits	25	25	20	25	20	25	12.5	12.5	12.5	10	33.33	10	20	30	40	10	15	30	30	0	10	10	10	20	20	0	33	5	20	20	50	19.48	
Non-CHS Eligible Provider Visits	25	25	35	25	20	25	12.5	12.5	12.5	10	33.33	10	20	40	40	50	15	30	50	0	10	30	10	40	40	0	33	5	40	40	10	24.16	
Total	100	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	99	100	100	100	100	99.97	
Grand Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100		

Intentionally Blank



On the opposite page, the end result priorities are as indicated. The following pages indicate each PSAs score and data relative to each Criteria and Factor.

The final ranking formula is as follows:

$$\text{Rank} = ((Aw)((AF_1*AF_1w)+(AF_2*AF_2w)+(AF_3*AF_3w))/3)) + ((Hw)((HF_1*HF_1w)+(HF_2*HF_2w)+(HF_3*HF_3w))/3)) + ((Rw)((RF_1*RF_1w)+(RF_2*RF_2w)+(RF_3*RF_3w))/3)) + ((Pw)((PF_1*PF_1w)+(PF_2*PF_2w)+(PF_3*PF_3w))/3))$$

Where;  
A = Access  
R = Resource  
H = Health  
P = Patient Profile  
w = Weighted Priority (assigned to each criteria as follows)  
F<sub>1</sub> = Criteria Factor 1, etc.

The formula with the weighting factors as determined is as follows:

$$\text{Rank} = ((.28)((AF_1*.36)+(AF_2*.20)+(AF_3*.43))/3)) + ((.24)((HF_1*.31)+(HF_2*.44)+(HF_3*.25))/3)) + ((.23)((RF_1*.37)+(RF_2*.34)+(RF_3*.29))/3)) + ((.25)((PF_1*.56)+(PF_2*.19)+(PF_3*.24))/3))$$

Two developments to the criteria factors were necessary to complete the rankings.

- The Alcohol and Drug Arrest Rate by community, tribe or Primary Service Area was not readily available. In its place, diagnosis codes reflecting drug and alcohol issues were processed by Service Unit from existing 1999 and 2000 health care data was processed to determine the prevalence of these diagnosis within a service unit. During this time period the total number of unique users with one of these diagnosis was counted and compared to the accepted 1998 Service Population for each Service Unit.
- The intention had been to understand what percentage of provider visits were not billable either due to no third party payor or an insurance (schools) which has an agreement not to pay IHS. While patients without 3<sup>rd</sup> Party payors is identifiable within the data set, specific insurances is not available within the data set. Thus the percentage indicated for the priority system reflects only those visits with no 3<sup>rd</sup> party payor available.

In accordance with the tribally led Ranking system, the Service Areas with the highest priority relative to;

- Access is Goshute with a score of 99, eleven Service Areas are in second place with scores of 80. The access criteria is primarily determined by where you geographically set on the map and your proximity to population centers.
  - It is important to note that 19 of the 41 service areas are providing less then three provider visits per user, while another 6 are providing less then the 3.91 provider visits per user that one would expect for the population served.
- Health is shared between San Carlos and Bylas with scores of 100, the Colorado River Service Unit's Service Areas are second with a score of 92.
  - Within the Health Assessment Score, Ft Yuma had the greatest prevalence with regard to SMI (Severe Mental Illness).
  - White River and Cibecue scores worst relative to Suicide, while San Carlos and Bylas scores worst relative to Substance Abuse.
  - Ft Yuma also had the greatest prevalence of Chronic Disease and had the highest Mortality Age Adjusted Rate.
- Resources has four leaders with scores of 100, San Carlos, Phoenix, and West End. Four Service Areas are second with scores of 89, Salt River, PITU, San Lucy and Chemehuevi.
  - Within the Resource score it should be noted that there are 13 Service Areas with less then 35% of the space needed to meet their delivery plan. These communities vary from West End having 7.2%





- to PITU having 18% and PIMC having 32% of the necessary square feet.
  - There are 5 facilities with weighted ages of over 30 years old, these facilities include Ft Yuma (60 years old), San Carlos (40), West End (32), PIMC (30), Supai (30).
  - Primary Care Capacity at 4 facilities is less than 40% of what it will need to be in 2010.
- Patient Payor Profile is shared between Las Vegas, PITU, and Skull Valley with scores of 100. Ft Duchesne and Ely are second with scores of 91.
  - Within the Patient Payor Profile criteria it should be noted that at 15 Service Areas less than 50% of the provider visits are billable.
  - Over 60% of the patients served by PIMC (74%), Prescott, Payson and Skull Valley are not CHS eligible.
- Overall, the Top Ten Service Areas, in accordance with the Summary Rank on the adjacent page, to be addressed with the Master Plan Implementation team are as follows:
  1. PITU
  2. Supai
  3. Ft. Duchesne
  4. Goshute
  5. Skull Valley
  6. Payson
  7. West End
  8. Duckwater
  9. Fort Mohave
  10. Winnemucca





## Summary Scorecard

Factor Weighting	Factors				Composite Score	Summary Rank
	28.23%	23.87%	23.06%	24.84%		
Service Area	Access Criteria	Health Criteria	Resource Criteria	Payor Criteria		
Phoenix	48	75	100	62	69.94	13
Hu-Hu-Kam	33	90	67	56	60.10	28
Whiteriver	48	77	88	48	63.91	20
Keams Canyon	76	42	53	40	53.36	36
San Carlos	40	100	100	52	71.20	12
West End	62	90	100	48	73.90	7
Salt River	48	75	89	40	61.72	24
Ft. Duchesne	67	75	88	92	79.77	3
Parker	40	92	43	68	60.06	29
Ft. Yuma	40	90	88	68	69.91	15
Reno/Sparks	67	33	69	75	61.33	26
Washoe	67	33	55	93	62.76	21
Bylas	40	100	46	52	58.68	31
Elko	67	77	69	73	71.33	11
Duck Valley	47	77	56	73	62.67	22
Peach Springs	52	92	46	79	66.78	18
Fallon	67	33	33	79	54.07	35
Cibecue	33	77	57	33	49.18	40
Pyramid Lake	79	33	45	85	61.71	25
Ft. Mohave	81	92	43	68	71.60	9
Walker River	67	33	56	52	52.61	37
Las Vegas	81	33	0	100	55.66	33
Ft. McDowell	33	75	33	41	45.29	41
Yerington	67	33	46	60	52.26	38
Middle Verde	81	75	58	62	69.68	16
PITU	81	75	89	100	86.07	1
San Lucy	67	75	89	48	69.08	17
Ak-Chin	33	90	46	33	49.66	39
McDermitt	52	33	78	77	59.92	30
Supai	71	92	78	84	80.79	2
Prescott	81	75	43	62	66.21	19
Ely	67	77	43	92	69.92	14
Moapa	81	33	43	85	61.96	23
Chemehuevi	40	92	43	73	61.29	27
Winnemucca	81	33	89	81	71.45	10
Duckwater	81	77	55	77	73.21	8
Payson	81	75	79	62	74.52	6
Goshute	100	77	77	59	78.99	4
Kaibab	67	42	77	33	54.91	34
Tonopah	81	33	54	52	56.29	32
Skull Valley	81	75	54	100	78.14	5





## Access Criteria Scorecard

Factor Weighting	Factors				Access Score
	36.46	20.46	Provider Utilization Rate (P.U.R.)	43.07	
Service Area	ER Access	L & D Access		PUR Score	
Phoenix	1	1	2.84	2	48
Hu-Hu-Kam	1	1	4.35	1	33
Whiteriver	1	1	4.24	2	48
Keams Canyon	1	3	1.75	3	76
San Carlos	1	2	5.37	1	40
West End	1	1	2.43	3	62
Salt River	1	1	4.07	2	48
Ft. Duchesne	2	2	2.70	2	67
Parker	1	2	6.69	1	40
Ft. Yuma	1	2	4.44	1	40
Reno/Sparks	2	2	3.18	2	67
Washoe	2	2	3.11	2	67
Bylas	1	2	4.92	1	40
Elko	2	2	2.92	2	67
Duck Valley	1	3	4.88	1	47
Peach Springs	2	2	6.00	1	52
Fallon	2	2	3.09	2	67
Cibecue	1	1	6.00	1	33
Pyramid Lake	3	2	3.66	2	79
Ft. Mohave	2	2	1.30	3	81
Walker River	2	2	4.22	2	67
Las Vegas	2	2	1.09	3	81
Ft. McDowell	1	1	4.65	1	33
Yerington	2	2	3.67	2	67
Middle Verde	2	2	1.44	3	81
PITU	2	2	0.14	3	81
San Lucy	2	2	2.70	2	67
Ak-Chin	1	1	6.02	1	33
McDermitt	2	2	5.15	1	52
Supai	3	3	7.16	1	71
Prescott	2	2	1.85	3	81
Ely	2	2	3.22	2	67
Moapa	2	2	2.02	3	81
Chemehuevi	1	2	6.30	1	40
Winnemucca	2	2	2.68	3	81
Duckwater	2	2	1.22	3	81
Payson	2	2	1.79	3	81
Goshute	3	3	2.21	3	100
Kaibab	2	2	2.75	2	67
Tonopah	2	2	1.10	3	81
Skull Valley	2	2	1.58	3	81





## Resource Criteria Scorecard

Factor Weighting	Factors						Resource Score
	37.12		33.86		29.02		
	% of Required Space	Score	Facility Weighted Age	Score	Primary Care Capacity %	Score	
Service Area							
Phoenix	32.1%	3	30	3	18.5%	3	100
Hu-Hu-Kam	61.4%	2	13	2	72.8%	2	67
Whiteriver	47.5%	2	21	3	40.4%	3	88
Keams Canyon	74.6%	1	6	1	56.6%	3	53
San Carlos	28.7%	3	40	3	25.9%	3	100
West End	7.2%	3	32	3	61.8%	3	100
Salt River	31.1%	3	16	2	37.4%	3	89
Ft. Duchesne	27.5%	2	21	3	47.9%	3	88
Parker	119.8%	1	3	1	95.9%	2	43
Ft. Yuma	42.1%	2	62	3	61.9%	3	88
Reno/Sparks	31.1%	3	15	2	163.6%	1	69
Washoe	51.0%	2	0	1	67.1%	2	55
Bylas	38.1%	2	6	1	113.4%	1	46
Elko	28.5%	3	10	2	114.0%	1	69
Duck Valley	118.2%	1	25	3	106.7%	1	56
Peach Springs	50.1%	2	1	1	108.8%	1	46
Fallon	66.7%	1	6	1	220.9%	1	33
Cibecue	48.5%	2	11	2	156.5%	1	57
Pyramid Lake	65.3%	1	15	2	197.6%	1	45
Ft. Mohave	104.0%	1	0	1	100.0%	2	43
Walker River	117.9%	1	70	3	112.7%	1	56
Las Vegas	Unknown	Unknown	10	2	Unknown	Unknown	0
Ft. McDowell	116.4%	1	6	1	124.3%	1	33
Yerington	33.5%	2	7	1	126.0%	1	46
Middle Verde	26.8%	3	2	1	143.2%	1	58
PITU	18.6%	3	10	2	0.0%	3	89
San Lucy	17.6%	3	17	2	42.1%	3	89
Ak-Chin	41.0%	2	0	1	300.0%	1	46
McDermitt	49.0%	2	25	3	100.0%	2	78
Supai	42.0%	2	30	3	100.0%	2	78
Prescott	71.0%	1	0	1	100.0%	2	43
Ely	75.0%	1	8	1	100.0%	2	43
Moapa	61.0%	1	3	1	100.0%	2	43
Chemehuevi	68.0%	1	6	1	100.0%	2	43
Winnemucca	0.0%	3	N/A	2	0.0%	3	89
Duckwater	48.1%	2	8	1	63.0%	2	55
Payson	23.0%	3	10	2	100.0%	2	79
Goshute	16.0%	3	6	1	50.0%	3	77
Kaibab	26.0%	3	6	1	50.0%	3	77
Tonopah	100.0%	1	N/A	2	100.0%	2	54
Skull Valley	100.0%	1	N/A	2	100.0%	2	54





## Health Criteria Scorecard

Factor Weighing		Behavioral Health					Disease Prevalence		Mortality		Health Score
		30.64					44.19		25.16		
Service Area	1997 User Pop	SMI Score	D&A Score	Suicide Score	Behavioral Health Composite Score	Total Score	Chronic Disease Incidence Composite Score	Score	Mortality - Age Adjusted Rate	Score	
Phoenix	41,173	3	6	1	10.0	2	4	2	716.5	3	75
Hu-Hu-Kam	14,263	5	7	4	16.0	2	7	3	962.8	3	90
Whiteriver	13,384	2	8	10	20.0	3	5	2	663.6	2	77
Keams Canyon	9,716	1	3	5	9.0	1	1	1	606.8	2	42
San Carlos	9,008	8	10	9	27.0	3	8	3	730.6	3	100
West End	4,820	5	7	4	16.0	2	7	3	962.8	3	90
Salt River	4,760	3	6	1	10.0	2	4	2	716.5	3	75
Ft. Duchesne	4,738	6	1	7	14.0	2	3	2	815.4	3	75
Parker	3,735	9	9	8	26.0	3	8	3	567.9	2	92
Ft. Yuma	3,676	10	4	2	16.0	2	10	3	1,002.5	3	90
Reno/Sparks	3,314	4	2	3	9.0	1	1	1	516.6	1	33
Washoe	2,554	4	2	3	9.0	1	1	1	516.6	1	33
Bylas	2,161	8	10	9	27.0	3	8	3	730.6	3	100
Elko	2,064	7	5	6	18.0	3	6	2	703.9	2	77
Duck Valley	2,029	7	5	6	18.0	3	6	2	703.9	2	77
Peach Springs	1,918	9	9	8	26.0	3	8	3	567.9	2	92
Fallon	1,701	4	2	3	9.0	1	1	1	516.6	1	33
Cibecue	1,699	2	8	10	20.0	3	5	2	663.6	2	77
Pyramid Lake	1,562	4	2	3	9.0	1	1	1	516.6	1	33
Ft. Mohave	1,147	9	9	8	26.0	3	8	3	567.9	2	92
Walker River	1,047	4	2	3	9.0	1	1	1	516.6	1	33
Las Vegas	931	4	2	3	9.0	1	1	1	516.6	1	33
Ft. McDowell	722	3	6	1	10.0	2	4	2	716.5	3	75
Yerington	702	4	2	3	9.0	1	1	1	516.6	1	33
Middle Verde	640	3	6	1	10.0	2	4	2	716.5	3	75
PITU	625	6	1	7	14.0	2	3	2	815.4	3	75
San Lucy	620	3	6	1	10.0	2	4	2	716.5	3	75
Ak-Chin	608	5	7	4	16.0	2	7	3	962.8	3	90
McDermitt	603	4	2	3	9.0	1	1	1	516.6	1	33
Supai	495	9	9	8	26.0	3	8	3	567.9	2	92
Prescott	433	3	6	1	10.0	2	4	2	716.5	3	75
Ely	326	7	5	6	18.0	3	6	2	703.9	2	77
Moapa	282	4	2	3	9.0	1	1	1	516.6	1	33
Chemehuevi	215	9	9	8	26.0	3	8	3	567.9	2	92
Winnemucca	203	4	2	3	9.0	1	1	1	516.6	1	33
Duckwater	140	7	5	6	18.0	3	6	2	703.9	2	77
Payson	131	3	6	1	10.0	2	4	2	716.5	3	75
Goshute	121	7	5	6	18.0	3	6	2	703.9	2	77
Kaibab	102	1	3	5	9.0	1	1	1	606.8	2	42
Tonopah	49	4	2	3	9.0	1	1	1	516.6	1	33
Skull Valley	33	6	1	7	14.0	2	3	2	815.4	3	75







## Health Criteria Supporting Detail

## Chronic Disease Detail

Service Unit	1998 Service Pop	Diabetes Rank	Cardiovascular Incidence	Cardiovascular Rate	Rank 1-10 Cardiovascular	Respiratory Incidence	Respiratory Rate	Rank 1-10 Respiratory	Cancer Incidence	Cancer Rate	Rank 1-10 Cancer	Arthritis Incidence	Arthritis Rate	Rank 1-10 Arthritis	Injury Rank
Uintah & Ouray	7,088	2	83	0.0117	1	415	0.0585	2	12	0.0017	2	214	0.0302	4	9
Keams Canyon	7,425	6	185	0.0249	4	459	0.0618	3	14	0.0019	4	169	0.0228	1	1
Elko/Owyhee	3,986	5	140	0.0351	7	265	0.0665	4	7	0.0018	3	281	0.0705	10	8
Parker	7,100	8	267	0.0376	9	953	0.1342	9	27	0.0038	9	433	0.0610	9	2
Phoenix	48,880	3	823	0.0168	2	5,930	0.1213	7	125	0.0026	6	1,179	0.0241	2	7
Sacaton	18,157	10	590	0.0325	5	1,689	0.0930	5	56	0.0031	8	703	0.0387	7	4
San Carlos	10,368	7	384	0.0370	8	1,289	0.1243	8	59	0.0057	10	510	0.0492	8	5
Schurz	21,722	1	454	0.0209	3	762	0.0351	1	29	0.0013	1	602	0.0277	3	10
Whiteriver	13,357	4	462	0.0346	6	1,388	0.1039	6	27	0.0020	5	439	0.0329	5	3
Yuma	4,185	9	186	0.0444	10	626	0.1496	10	11	0.0026	7	159	0.0380	6	6

## Behavioral Health Detail

Service Unit	1998 Service Pop	SMI Incidence	SMI Rate	Rank 1-10 SMI	Drug & Alcohol Incidence	Drug & Alcohol Rate	Rank 1-10 Drug & Alcohol	Suicide Incidence	Suicide Rate	Rank 1-10 Suicide
Uintah & Ouray	7,088	270	0.0381	6	215	0.0303	1	222	0.0313	7
Keams Canyon	7,425	144	0.0194	1	274	0.0369	3	143	0.0193	5
Elko/Owyhee	3,986	166	0.0416	7	189	0.0474	5	88	0.0221	6
Parker	7,100	351	0.0494	9	619	0.0872	9	225	0.0317	8
Phoenix	48,880	1,467	0.0300	3	2442	0.0500	6	174	0.0036	1
Sacaton	18,157	667	0.0367	5	1485	0.0818	7	295	0.0162	4
San Carlos	10,368	454	0.0438	8	1167	0.1126	10	345	0.0333	9
Schurz	21,722	706	0.0325	4	682	0.0314	2	186	0.0086	3
Whiteriver	13,357	301	0.0225	2	1150	0.0861	8	520	0.0389	10
Yuma	4,185	211	0.0504	10	172	0.0411	4	33	0.0079	2





## Patient Profile Criteria Scorecard

	Factors						
Factor Weighting	56.33		19.48		24.16		Payor Profile Score
Service Area	CHS \$ / User	Score	Non-Billable Provider Visit Rate	Score	Non-CHS Eligible Visit Rate	Score	
Phoenix	\$648	1	56.31%	3	74.10%	3	62
Hu-Hu-Kam	\$619	1	39.50%	2	9.52%	3	56
Whiteriver	\$579	1	45.48%	2	3.22%	2	48
Keams Canyon	\$467	1	39.47%	2	2.08%	1	40
San Carlos	\$742	2	34.88%	1	1.59%	1	52
West End	\$619	1	42.68%	2	2.33%	2	48
Salt River	\$648	1	49.53%	2	0.75%	1	40
Ft. Duchesne	\$1,289	3	55.12%	3	5.86%	2	92
Parker	\$1,224	2	37.87%	1	8.42%	3	68
Ft. Yuma	\$739	2	37.71%	1	14.73%	3	68
Reno/Sparks	\$1,214	2	38.19%	2	22.71%	3	75
Washoe	\$1,663	3	48.48%	2	13.15%	3	93
Bylas	\$742	2	32.34%	1	0.31%	1	52
Elko	\$1,091	2	55.34%	3	7.81%	2	73
Duck Valley	\$694	2	56.79%	3	4.98%	2	73
Peach Springs	\$1,231	3	28.54%	1	6.72%	2	79
Fallon	\$1,407	3	37.31%	1	7.68%	2	79
Cibecue	\$579	1	36.19%	1	0.97%	1	33
Pyramid Lake	\$1,533	3	46.62%	2	2.67%	2	85
Ft. Mohave	\$1,224	2	37.87%	1	8.42%	3	68
Walker River	\$865	2	27.46%	1	1.82%	1	52
Las Vegas	\$1,440	3	65.26%	3	42.25%	3	100
Ft. McDowell	\$648	1	25.21%	1	2.29%	2	41
Yerington	\$1,141	2	29.28%	1	4.66%	2	60
Middle Verde	\$648	1	54.78%	3	27.63%	3	62
PITU	\$1,854	3	59.09%	3	40.91%	3	100
San Lucy	\$648	1	39.24%	2	3.80%	2	48
Ak-Chin	\$619	1	34.40%	1	0.83%	1	33
McDermitt	\$1,677	3	46.37%	2	1.06%	1	77
Supai	\$1,231	3	54.62%	3	1.37%	1	84
Prescott	\$648	1	55.78%	3	79.81%	3	62
Ely	\$2,218	3	65.12%	3	4.65%	2	92
Moapa	\$1,440	3	38.83%	2	4.16%	2	85
Chemehuevi	\$1,224	2	64.04%	3	2.22%	2	73
Winnemucca	\$865	2	67.80%	3	13.56%	3	81
Duckwater	\$2,218	3	50.24%	2	1.21%	1	77
Payson	\$648	1	54.39%	3	65.27%	3	62
Goshute	\$1,091	2	39.17%	2	0.80%	1	59
Kaibab	\$467	1	28.13%	1	2.08%	1	33
Tonopah	\$865	2	27.46%	1	1.82%	1	52
Skull Valley	\$1,289	3	100.00%	3	60.00%	3	100

